

# Using the 2002 Culture Survey to Help Understand and Achieve the Goals of the Center's Diversity Plan

Diversity Council

June 23, 2003

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# Goals of the Diversity Council

- Opportunity for growth exist equitably for all employees
- Supportive environment exists for employee development
- Environment is well-balanced and stress-reduced
- Communication with and among employees is timely and open
- Employees and supervisors are educated on diversity and its value to the GSFC Mission
- High awareness of and respect for diversity
- Diversity initiatives linked to Center's strategy and outcomes
- Management is accountable for developing and maintaining a diverse workforce

# Working with the Culture Survey

What the 2002 survey results can contribute---

A model for looking at organizational performance and data that contributes to understanding how employees function within the organizational structure

- Feedback on organizational strengths and weaknesses
- Areas that most influence individual and organizational performance
- Trends over time 1997-1999-2002
- Relative scores across various demographics: organizations, occupational skills, race/ethnicity, disability, age, gender, supervisor/non-supervisor, matrixed/non-matrixed

# What the Survey cannot do-----

- Do its own analysis
- Interpret the underlying causes
- Identify specific actions to effect positive change
- Implement actions
- Communicate to employees

But it does give a lot of clues

# What is the Diversity Council's interest in the 2002 Culture Survey's results?

- If it is in understanding how primary diversity groups responded to the survey, how does the Diversity Council avoid dividing results by “groups” at the expense of a Center-view?
- Which demographics should the Diversity Council address: organizations, occupational skills, race/ethnicity, disability, age, gender, supervisor/non-supervisor, and matrixed/non-matrixed?
- Should representatives of various constituencies represented in the demographics, analyze the data, determine findings, and make recommendations on how to address issues?
- If so, what would be the best way for these constituencies to form and operate?
- How does the Diversity Council transfer “group findings” into to integrated set of actions for which: A-- they take action or B-- they make recommendations.

# The analysis could lead to the following:

- \_\_\_\_\_are most positive about
  - 
  -
- \_\_\_\_\_are least positive about
  - 
  -
- The following are the principal concerns of \_\_\_\_\_
  - 
  -
- We believe the following recommendation would address these concerns
  - 
  -
- Of these recommendations, the Diversity Council should address the following:
  - 
  -
- The remaining recommendations should be made to \_\_\_\_\_
  - 
  -

## A process for analyzing the results leading to recommendations would examine the following:

- Consideration of the Summary Profile of the 12 areas that comprise the Burke-Litwin Model of Individual and Organizational Performance: high scores 3.7 and above; low scores 3.2 and below, and scores that are significantly lower (0.2) than the highest score by another dimension of a demographic group for a given area (for example, occupational groups where engineers are more than .2 less than scientists)
- Consideration of “Item results, i.e., individual questions”: high scores 3.7 and above; low scores 3.2 and below, and scores that are significantly lower (0.2) than the highest score by another dimension of a demographic group for a given question
- Consideration of how results fit into the “Predictive Model”
- Identification of issues, concerns, options to address these issues, and recommendations

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# Five Steps to Using your Data

Please read through your data carefully. Then use these worksheets to guide you through the process of interpreting your data, synthesizing your results and action planning.

These worksheets will take you through a five-step process to understanding and working with your survey data:



**Step 1:** Summarize Your Groups Summary Profile

**Step 2:** Summarize Your Groups Item Results

**Step 3:** Relate relevant survey questions to the Goals of the  
Diversity Council

**Step 4:** Look for “Pattern” or Stories in the Data

**Step 5:** Gaining Buy-in and Support for  
Actions and Results

# STEP 1: Summarize Your Group's Summary Profile

This section helps you get a clearer understanding of “the big picture” in your group, compared with GSFC overall. Please review the information presented which profiles your Groups and GSFC overall on each of the 12 Burke-Litwin Model summary scores. Please answer the following questions regarding your group's summary profile:

	Write in your Group's mean scores where they are below the Center mean	2002 Center Mean	Write in your Group's mean scores where they are level to or above the Center mean
External Environment			
Mission Strategy			
Leadership			
Culture			
Structure			
Management Practices			
Systems			
Work Unit Climate			
Skills/Job Match			
Motivation			
Individual Needs and Values			
Performance			
Summary: Number of items + or - .10 from Center mean			

- Circle all scores of 3.7 or above - these are high, positive scores that are strengths. Compare Center and Group's strengths.
- Draw a box around all scores of 3.2 or below - these are low, negative scores that are weaknesses. Compare Center and Group's weaknesses
- A score + or -.1 compared to the Center mean generally represents a significant difference.

## STEP 1: Summary Profile - Worksheet (continued)

	High Score 3.7 and above	Low Scores 3.2 and below	Relative Differences $\pm 0.2$ than item highest score in the demographic grouping
External Environment			
Mission Strategy			
Leadership			
Culture			
Structure			
Management Practices			
Systems			
Work Unit Climate			
Skills/Job Match			
Motivation			
Individual Needs and Values			
Performance			

## STEP 2: Individual Questions - Worksheet

	High Score 3.7 and above or top 15-20 items	Low Scores 3.2 and below or lowest 15-20 items	Relative Differences $\pm 0.2$ than item highest score in the demographic grouping
External Environment			
Mission Strategy			
Leadership			
Culture			
Structure			
Management Practices			
Systems			
Work Unit Climate			
Skills/Job Match			
Motivation			
Individual Needs and Values			
Performance			

## STEP 3: Using the culture survey to develop a benchmarking score card for diversity

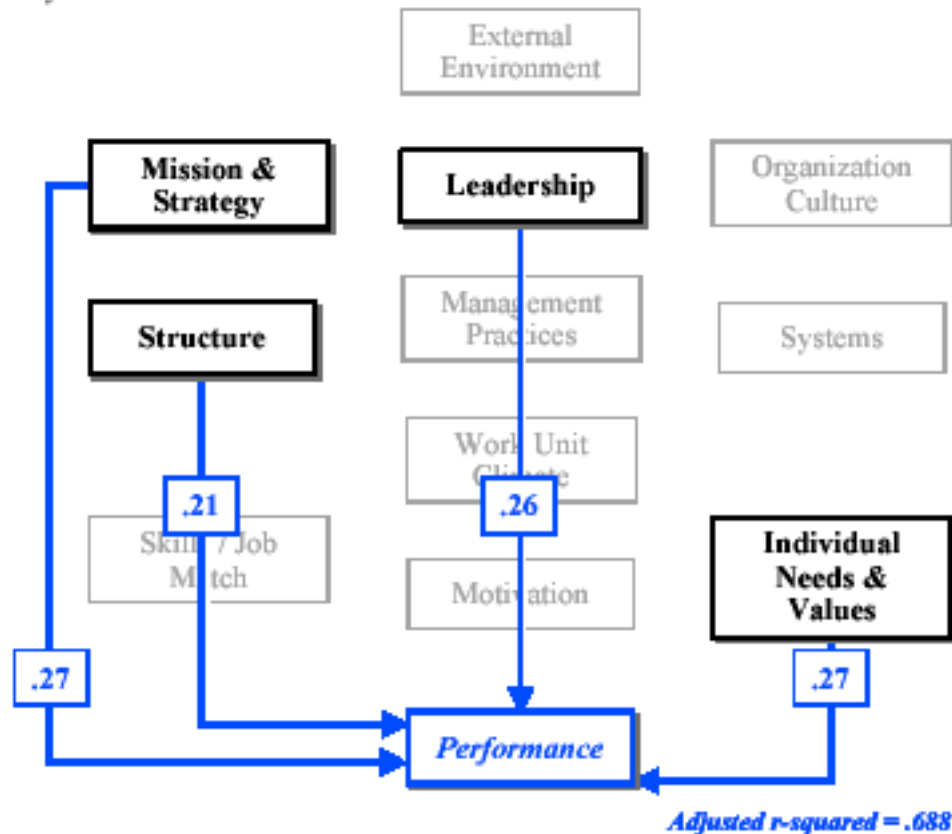
- By using either the whole set of survey questions or using the subset of Diversity, EEO, and Related Questions
  - Identify the 10 questions you believe would be the best markers to use in gauging Goddard's Diversity Quotient over time.
  - Look for questions that are most clearly related to the goals of the Diversity Council and the Business Case for diversity.
  - What key questions identify areas where, if positive changes were made, would likely result in higher scores?

## STEP 4: Predictive Model and Summarizing Analysis into a Story

- Where this group is most positive
- Where this group has low or significantly lower scores
- How do these fit into the predictive model
- What's the overall message

### Predictive Model

The predictive model presented here is based on multiple linear regression-based path analysis.



The predictive model shows that Mission & Strategy, Individual Needs & Values, Leadership, and Structure are most strongly correlated with Performance. These factors are not necessarily strengths or weaknesses. Rather, changes in these categories are expected to have the greatest influence on organizational performance. For Individual Needs & Values, which already has a high mean rating, this suggests a strategy of maintaining current practices. For the other areas, there is some room for improvement.

# STEP 5: Planning Worksheet

Recommendations	Roles and Responsibilities	Support and Resources Needed	Target Dates	Measures of Success
<i>(Be Specific)</i>	<i>(Who will work on this?) DC or ___?</i>	<i>(Who/what can help?)</i>	<i>(Be Concrete)</i>	<i>(How will you know?)</i>
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